



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY**  
**UNIT 29351**  
**APO AE 09014**

AEAGA-CE

7 May 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USAREUR Overseas Tour Extension Policy for DOD Civilian Employees

This memorandum expires in 1 year.

1. References:

- a. USAREUR Supplement 1 to AR 690-300.301, 15 June 1999, Overseas Employment.
- b. USAREUR Regulation 690-500.592, 8 November 2001, Civilian Personnel Living Quarters Allowance.
- c. Memorandum, HQ USAREUR/7A, AEAGA-CE, 21 December 2001, subject as above.

2. USAREUR policy on overseas tours for DOD civilian employees requires that no more than 25 percent of employees subject to the overseas rotation policy will exceed the 5-year limit by end of fiscal year 2003 (FY 03). To help meet this objective, USAREUR organizations were asked to thoroughly review their organizations, develop numeric targets that meet the intent of the 25-percent goal, and recommend ways to improve program management.

3. Most organizations requested that a fixed number of employees over 5 years be used as a goal instead of a percentage that fluctuates. Based on this recommendation, the 25-percent goal is hereby replaced with a fixed numeric goal of no more than 1,387 employees in USAREUR over 5 years by the end of FY 03. Each organization's approved numeric target is at enclosure 1. These targets were developed based on mission requirements and supporting rationale provided by each organization. Organizations are expected to reach their targets by the end of FY 03.

4. Employees on career, career conditional, and overseas limited appointments will be included in the 5-year count. Personnel in positions formerly excluded from the 5-year count, such as postal workers, Child and Youth Services personnel in childcare centers, and certain combat and maneuver training specialists, will now be included in the count. Employees are excluded from the 5-year count if they are registered in the Priority Placement Program (PPP), have submitted applications for retirement, or have received an extension as an incentive to work downrange.

5. Progress toward meeting numeric targets will be checked twice a year and briefed during the quarterly readiness review. Early in 2003, plan to reevaluate your progress toward meeting the FY 03 goal and reassess what the goal should be for FY 04.

6. Many recommendations submitted by USAREUR organizations have merit. Some recommendations will be implemented, while others require higher-headquarters approval.

- a. The following recommendations have been approved for implementation:

- (1) Improve the recruitment process.

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- (2) Work with PPP candidates to improve placement opportunities.
- (3) Improve the sponsorship program.
- (4) Identify future workforce requirements (model workforce).
- (5) Train local national (LN) employees and family members to meet future needs.
- (6) Conduct a USAREUR-wide assessment of information-technology positions to determine if these positions are hard-to-fill or if other systemic problems are delaying recruitment.
- (7) Develop a USAREUR training and information program for new leaders on the overseas rotation policy.

b. The following recommendations are under review:

- (1) Additional exemptions to the DOD criteria.
- (2) Restart the "5-year clock" for personnel who complete extended training in the continental United States (for example, at senior service schools).

c. The Civilian Personnel Directorate, Office of the Deputy Chief of Staff, Personnel and Installation Management, HQ USAREUR/7A, will issue a separate memorandum that summarizes recommendations received and that addresses points that were considered.


7. I want to emphasize the importance of USAREUR's commitment to comply with the DOD policy by continuing to reduce the number of employees who have been overseas longer than 5 years. Enclosure 2 provides guidance to help managers and supervisors take a more positive approach when making tour-extension decisions. This enclosure also provides guidance on backfilling positions in a timely manner to enable organizations to continue to meet their mission requirements.

8. As you work toward reaching your FY 03 target, continue to review U.S. positions for possible conversion to LN positions. This supports USAREUR's commitment to increasing host-nation employment opportunities and restoring the composition of the U.S./LN workforce that existed in USAREUR before the drawdown.

9. The POC is Ms. Best, DSN 375-2535 or e-mail: dbest@chrma.hqusareur.army.mil.

FOR THE COMMANDER:

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Chief of Staff

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<b>Overseas Extension Policy Fiscal Year 2003 Numeric Targets</b>	
<b>Organization</b>	<b>Target</b>
USAREUR Command Group	10
Office of the Deputy Chief of Staff, Personnel and Installation Management, HQ USAREUR/7A	34
Office of the Deputy Chief of Staff, Operations, HQ USAREUR/7A	42
Office of the Deputy Chief of Staff, Logistics, HQ USAREUR/7A	31
Office of the Deputy Chief of Staff, Engineer, HQ USAREUR/7A	23
Office of the Deputy Chief of Staff, Resource Management, HQ USAREUR/7A	13
Office of the Chaplain, HQ USAREUR/7A	0
Office of the Chief, Public Affairs, HQ USAREUR/7A	2
Office of the Judge Advocate, HQ USAREUR/7A	1
Office of the Provost Marshal, HQ USAREUR/7A	2
V Corps	83
21st Theater Support Command	80
United States Army Southern European Task Force (Airborne)	7
5th Signal Command	235
Seventh Army Training Command	109
266th Finance Command	22
1st Personnel Command	204
United States Army Contracting Command, Europe	28
6th Area Support Group	55
22d Area Support Group	50
26th Area Support Group	94
80th Area Support Group	23
98th Area Support Group	80
100th Area Support Group	56
104th Area Support Group	93
Civilian Human Resource Management Agency	10
<b>USAREUR Total</b>	<b>1,387</b>

## **OVERSEAS ROTATION POLICY GUIDANCE FOR MANAGERS AND SUPERVISORS**

This enclosure provides guidance to help managers and supervisors make decisions on overseas tour extensions, fill vacated positions, and ensure a smooth transition when rotating personnel between overseas and the continental United States (CONUS). It also provides information on identifying hard-to-fill positions and converting employees in overseas limited (OSL) appointments to career conditional appointments.

**1. Overseas Tour-Extension Decisions.** Managers and supervisors should make decisions on overseas tour extensions early. The Chief of Staff, HQ USAREUR/7A, has directed the Civilian Human Resource Management Agency to implement procedures for notifying management no less than 1 year before each civilian employee's tour expires of the need to make an overseas tour-extension decision. On receipt of this notification, management must be prompt in deciding whether or not to extend the employee's tour.

### **2. Backfilling Vacancies.**

a. If a decision is made not to extend an employee, managers and supervisors should immediately—

- (1) Review the employee's position description to ensure that it is current.
- (2) Submit revisions to the position description as necessary.
- (3) Contact their servicing civilian personnel advisory center (CPAC) to—

(a) Discuss recruitment strategies (for example, whether or not to convert the job to a local national (LN) position), decide on how to fill the position (family member, CONUS hire, external Delegated Examining Unit (DEU)), and estimate the time that will be needed to fill the position before the employee's departure.

(b) Ensure that they fully understand the steps they need to take to fill the position.

(c) Obtain help with determining the required and desired skills of the position, or with preparing knowledge, skills, and abilities statements.

(4) Complete a request for personnel action (RPA) and prepare supporting documentation. This should be done as soon as the decision to not extend an employee is made. Ensuring that all the required information is on the RPA will help reduce delays in processing actions.

b. Once a referral list has been issued, the manager or supervisor should review it and make a selection as soon as possible. Highly qualified candidates are often listed on several referral lists for different jobs, and they tend to be selected quickly. Consequently, managers who delay making a selection run the risk of finding out that the selected candidate has already accepted another job.

(1) If the referral list does not appear to meet management needs, managers and supervisors should contact their CPAC immediately.

(2) If candidates on the referral list are not available, managers and supervisors must annotate the list to specify why the candidates were not available and quickly return the list to the CPAC with a request for a supplemental referral list. Failure to properly annotate the referral list may cause delays in confirming that candidates are not available, which in turn can cause delays in issuing supplementation referral lists.

(3) Managers and supervisors should select candidates as quickly as possible and return annotated referral lists to the servicing CPAC.

**3. Priority Placement Program (PPP).** The PPP has been instrumental in successfully placing over 151,000 employees in new positions. An average of 400 employees are placed through the PPP each month. Contrary to common concerns, USAREUR has very few employees waiting long periods for placement through the PPP. The PPP is the single most advantageous placement program available to employees. Other agencies try to emulate this program. Managers and supervisors should—

a. Become familiar with the PPP by reading the PPP Overseas Workforce Briefing at [http://www.chrma.hqusareur.army.mil/policy/mgmt\\_tools/ppp\\_briefing.htm](http://www.chrma.hqusareur.army.mil/policy/mgmt_tools/ppp_briefing.htm) and help dispel negative perceptions about the PPP within their organizations.

b. Coordinate with the servicing CPAC to review the records of employees who have been in the PPP for a long time without a valid job offer. Managers and supervisors should determine if these employees—

(1) Have registered for positions for which they are highly qualified.

(2) Are lacking required skills.

(3) Currently hold a position or grade that does not have a rotational base in CONUS. If this is the case, the manager or supervisor should work with the servicing CPAC to help give the employee opportunities to enhance skills where possible.

(4) Can have their skills or areas of consideration expanded.

#### **4. Identifying Hard-To-Fill Positions.**

a. When an organization wants to identify a position as hard-to-fill, the head of the organization must send a request to designate the position as such to the Civilian Personnel Operations Center (CPOC) through the servicing CPAC.

(1) Requests must include detailed documentation that shows what efforts were made to fill the position and the results of those efforts over the past 6 months.

(2) If the position is newly created or has no current recruitment record, the requester must say so. In this case, the CPOC will evaluate the position using documentation from similar positions in similar locations.

b. USAREUR Regulation 690-500.592, appendix A, provides more information on identifying hard-to-fill positions.

**5. Overseas Limited (OSL) Appointments.** Employees on OSL appointments are in the competitive service and therefore subject to the overseas rotation policy. Every attempt should be made to convert these employees to career-conditional appointments through an appointment from a DEU register.

a. Managers and supervisors should coordinate closely with the servicing CPAC when converting employees on OSL appointments. Managers and supervisors should also—

(1) Consider mission requirements when making a decision to convert an employee to ensure that the position will still be needed after the incumbent is converted.

(2) Inform OSL employees that they are subject to rotation and of the intent to convert them to career-conditional employees. Managers and supervisors should be aware that employees on OSL appointments do not have status eligibility (that is, they do not have return rights and cannot register in the PPP). These employees must be clearly informed that—

(a) Not being extended would constitute termination of employment at the end of the current OSL appointment.

(b) Failure on their part to make every attempt to comply with procedures to convert them may result in their tour not being extended and in their employment being terminated at the end of their current tour.

(3) “Name-request” the OSL employee when submitting the RPA. This can be used as a tiebreaking method if two applicants have the same score: Among the tied applicants, the applicant who is name-requested can be referred first. If the employee is not among the top three candidates on the referral list, the manager or supervisor will not be obligated to select from this list and may request that the recruitment action be canceled. When this occurs, managers will have to wait 3 months before submitting another request to recruit through the DEU for the same position.

b. If the manager or supervisor is unable to convert an employee before the employee’s current OSL tour expires, the employee may be offered an additional OSL appointment. This is authorized only if the employee has complied with the conversion procedures and applied for his or her position through the DEU, but was not among the top three candidates on the referral list. Other provisions for extension must also be met (for example, a continuing need for the position exists; the employee has been rated fully successful or higher, is current in the knowledge, skills, and abilities required for the position, and has adapted successfully to the foreign work and cultural environment).

c. If an OSL employee does not apply for his or her position when the DEU announcement is released, or fails in any other way to cooperate in the conversion process, the manager or supervisor should not continue to extend the employee. At the end of the current tour, OSL employees who do not participate in the conversion process will be terminated.